

## GFF-CSO AND YOUTH ENGAGEMENT FRAMEWORK 2021-2025

### OVERVIEW

As part of the GFF Strategy Refresh process, this paper presents the recommendations of the Investors Group CSO taskforce for an updated GFF-CSO and youth engagement framework for 2021-2025, with the objective of further strengthening support to civil society organizations (CSOs) and youth organizations to engage effectively in the GFF partnership. The taskforce has endorsed a series of concrete actions to improve CSO and youth engagement in the GFF and respond to the specific challenges identified at country and global levels. The updated GFF-CSO and youth engagement framework outlines a comprehensive package of interventions to be taken together to strengthen and effectively leverage CSO and youth engagement to deliver on the GFF partnership goals.

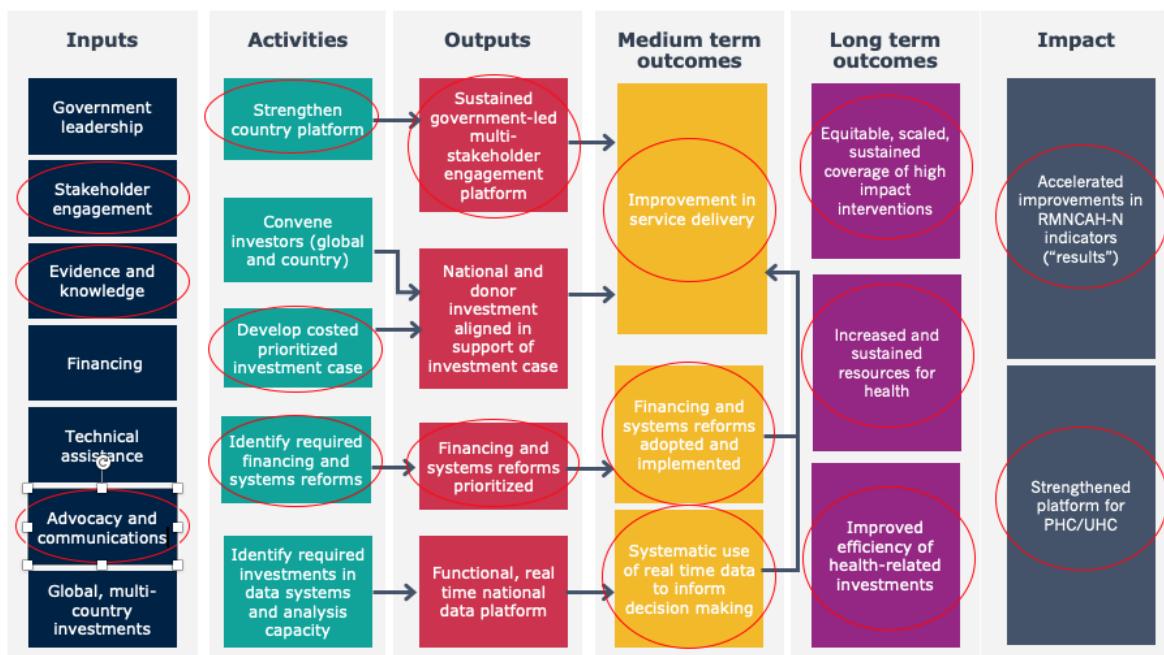
### ACTION REQUESTED

The IG is requested to endorse the proposed GFF-CSO and youth engagement framework.

## BACKGROUND AND RATIONALE

Engaging civil society organizations (CSOs) and youth at both global and country levels is central to the GFF multi-stakeholder approach, and to the achievement of country goals. CSOs play a variety of roles beneficial for supporting the GFF and country Investment Cases (ICs) including ensuring that ICs are evidence-based, reflective of community needs, and aligned with other issue-focused policies and strategies. CSOs can help ensure that the GFF reaches the populations most left behind and can support with demand generation for services. CSOs drive accountability by monitoring implementation, service quality, and funding flows. And CSO-led advocacy can help build stronger political will on reproductive, maternal, newborn, child and adolescent health and nutrition (RMNCAH+N) and can support domestic resource mobilization (DRM) efforts. At the global level, CSOs can support the GFF through donor resource mobilization and joint efforts for maintaining women's, children's and adolescents' health high on the agenda for global leaders.

### *CSO and Youth Contributions in the GFF Logic Model*



Guided by the 2017 GFF Civil Society, Adolescent and Youth Engagement Strategy<sup>1</sup> and commitments of many GFF partners, CSO and youth engagement in the GFF has accelerated, **showing promising results with regards to inclusion, IC priority setting, advocacy for more and better use of resources and social accountability** (Annex 1). However, lessons from country-level implementation of the GFF and recent CSO-led analyses suggest **several continuing challenges and limitations to effective CSO and youth engagement** in the GFF partnership.

The GFF strategy refresh is further highlighting **the urgency of meaningful CSO engagement to implement the five-year vision for the partnership** and points out to the need for deepening engagement with civil

<sup>1</sup> [GFF Civil Society Engagement Strategy](#) (2017); [Adolescent and Youth Addendum to the GFF Civil Society Engagement Strategy](#) (2018).

society to deliver on the strategic directions. In light of the unique challenges brought about through the COVID-19 pandemic, **civil society and youth voices are all the more critical** in country decision-making processes, and in monitoring community challenges and needs **in order to protect and promote essential services and accelerate progress on health outcomes for women, children and adolescents.**

### ***CSO and Youth Contributions in the Updated GFF Strategy***

<p><b>Vision:</b> <b>PROTECT</b> and <b>PROMOTE</b> essential reproductive, maternal, neonatal, child, adolescent health and nutrition services. <b>ACCELERATE</b> progress towards ensuring all women, children, and adolescents can access the quality, affordable health care they need to survive and thrive.</p> <p><b>Guiding Principles:</b> Country leadership &amp; ownership; gender equality; equity; efficiency; results focus; complementarity</p>				
BOLSTER COUNTRY LEADERSHIP AND ACCOUNTABILITY	PRIORITIZE EQUITY, VOICE & GENDER EQUALITY	PROTECT & PROMOTE HIGH-QUALITY ESSENTIAL HEALTH SERVICES BY REIMAGINING SERVICE DELIVERY	BUILD MORE RESILIENT, EQUITABLE, AND SUSTAINABLE HEALTH FINANCING SYSTEMS	SUSTAIN A RELENTLESS FOCUS ON RESULTS
<ul style="list-style-type: none"> <li>Strengthen diversity, transparency, and functioning of multi-stakeholder country platforms</li> </ul>	<ul style="list-style-type: none"> <li>Drive more equitable health expenditures for the most vulnerable populations</li> <li>Mobilize demand for services, for women, children, and adolescents</li> </ul>	<ul style="list-style-type: none"> <li>Quality monitoring</li> <li>Community feedback</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy for increasing domestic resources</li> </ul>	<ul style="list-style-type: none"> <li>Improve transparency and mutual accountability</li> </ul>

In April 2020, the GFF Trust Fund Committee approved a review and update of the GFF-CSO and youth engagement framework. The updated framework aims to build upon the 2017 GFF Civil Society, Adolescent and Youth Engagement Strategy, by specifically clarifying the role of the GFF Secretariat in supporting implementation of the strategy. The process of reviewing and updating the framework has been guided by a taskforce of GFF Investors Group representatives from the CSO, youth, and donor constituencies. In tandem with the Strategy refresh, the taskforce aimed to:

1. **Clearly define the challenges** faced by CSOs and youth engaging in the GFF;
2. **Define solutions to address the challenges**, including the scope and focus of GFF support to CSOs and youth, and recommendations for an improved governance, coordination and funding architecture;
3. **Develop a CSO and youth engagement framework** that includes support for technical assistance and capacity building, participation in country platforms, and advocacy and accountability activities.

Solving the complex challenges faced by country and global stakeholders in supporting meaningful and effective CSO and youth engagement across the 36 unique GFF country contexts will take bold action, multi-stakeholder coordination, and a commitment across GFF partners to progress and change.

### **CURRENT STATUS – CHALLENGES AND LESSONS LEARNED**

The engagement of civil society in the GFF has improved significantly since the GFF's inception in 2015; but challenges remain, as outlined below. There are also a number of notable successful country examples of CSO and youth engagement in the GFF, or particular components of the GFF process in some countries that have facilitated CSO and youth engagement, which have been used to inform the updated GFF-CSO

and youth engagement framework for 2021-2025. Annex 4 provides a summary of the key building blocks of successful CSO engagement in the GFF and several country examples.

1. **Country level engagement of CSOs continues to vary across countries.** In many GFF-supported countries, the multi-stakeholder country platform (CP) provides space for dialogue, joint planning, and monitoring for the GFF. However, the structures and processes that facilitate effective functioning, mutual accountability, and joint action are not systematically in place across all GFF countries.<sup>2</sup> In addition, the capacity and coordination of CSOs and youth in GFF-supported countries also varies significantly – in some countries, there are strong CSO and youth coalitions that provide a mechanism and platform for coordination, information-sharing, and joint advocacy and accountability efforts; but, in many countries, CSOs and youth are fragmented and/or lack capacity to effectively engage in the GFF. Often, the capacity, coordination, and effectiveness of CSO and youth coalitions is linked to the availability of funding and support from external partners; other times, it may be related to shrinking spaces for civil society in political dialogue, in general.
2. **At the global level, there is an opportunity to better leverage CSO voices for women's, children's and adolescents' health, global advocacy and GFF resource mobilization** while recognizing that the independence of CSOs remains critical. CSOs have already demonstrated their value-add during the GFF replenishment in 2018, though there were challenges with engagement, funding, and a disconnect between the global level ask and the country challenges. In addition, CSO and youth representatives on the Investors Group are not optimally capacitated and resourced to fully engage with the broader CSO and youth constituencies, leading to limited representation of the voice of country-level CSOs and youth.
3. **The current governance, management, and support structures for CSOs engaging in the GFF are complex.** Most were set up in an ad-hoc manner in response to availability of small funds and willing partners early in the GFF process. Multiple structures and limited funding contribute to fragmentation and less effective coordination and engagement. As more countries have joined the GFF, there is an increasing need for these structures to be streamlined, and funding to be increased so that CSOs and youth in all GFF-supported countries can understand their roles and be capacitated and accountable to fulfill them.

Despite these challenges, there are **notable country examples of successful engagement** of CSOs and youth, and progress towards successful engagement, that should be celebrated and replicated. The proposed solutions are drawn from those country success stories, as well as lessons learned across GFF countries and synthesized by partners (see Reference List in Annex 3). Proposed solutions also **build on the civil society and youth support structures of other Global Health Initiatives (GHIs)**, including the Global Fund, Gavi, FP2020, Scaling Up Nutrition (SUN), UHC2030 and more.<sup>3</sup>

## PROPOSED SOLUTIONS

The taskforce has endorsed a series of concrete actions to improve CSO and youth engagement in the GFF and respond to the specific challenges identified at country and global levels. The solutions provided are

---

<sup>2</sup> CSO GFF Hub, PAI (2020). [Assessment of the status and effectiveness of national Multi-Stakeholder Country Platform \(MCP\) used to implement the Global Financing Facility](#).

GFF (2020). Country reports of the anonymous web-based assessment on multi-stakeholder country platform functioning. *Internal GFF documents*.

<sup>3</sup> More detail on all of the solutions is provided in Annex 2, including relevant GHI benchmarking and/or successful GFF country examples from which they were developed.

not intended as a “menu” of options to select; but rather a comprehensive package of interventions to be taken together to strengthen and effectively leverage CSO and youth engagement in the GFF to deliver on our common goals.

### **Theory of Change GFF-CSO and Youth Engagement Framework 2021-2025**

Inputs	Activities	Outputs	Medium / Long Term Outcomes & Impact
<ul style="list-style-type: none"> <li>Country Govts</li> <li>GFF Support for Multi-Stakeholder Country Engagement</li> <li>GFF Secretariat Staff &amp; Systems</li> <li>NGO Host Partner</li> <li>Regional Hub</li> <li>Regional Hub</li> </ul>	<ul style="list-style-type: none"> <li>Incentivize govts to engage CSO and youth support for IC development, implementation, and monitoring*</li> <li>TA to strengthen multi-stakeholder engagement in GFF processes in countries</li> <li>Implement a series of workshops, consultations, and regular meetings to facilitate joint planning/review/info sharing</li> <li>Strengthen GFF staff/consultants/systems to support effective MSCPs and CSO/youth engagement in GFF countries</li> <li>Improve communications/info sharing/transparency at global and country levels</li> <li>CSCG/youth/women alignment, knowledge sharing, comms; alignment w/ other GHIs/GAP</li> <li>TA and capacity building</li> <li>Support for CSO and youth focal points; and CSO and youth IG reps</li> <li>Grants for CSOs and youth for advocacy &amp; accountability</li> </ul>	<p><b>Improved culture of civic dialogue, transparency, mutual accountability, &amp; joint action in support of ICs btw govts, World Bank country staff, and CSOs/youth in GFF countries</b></p> <p>CSOs and youth across GFF countries are coordinated, capacitated, and resourced to play their independent role in advocacy &amp; accountability</p>	<p><b>Aligned with GFF Theory of Change</b></p> <p><b>Improvement in service delivery</b> <b>Financing &amp; systems reforms</b> <b>Data for decision-making</b></p> <p><b>High impact interventions</b> <b>Resources for health</b> <b>Efficiency of health-related investments</b></p> <p><b>Improvements in RMNCAH+N</b> <b>Strengthened financed systems for UHC</b></p>

\*This activity will not necessarily be implemented in all countries, as it depends on the government and country context and funding procurement decisions.

### **1. Country Governments and GFF Support for Multi-Stakeholder Country Engagement: Strengthening CSO, youth, and women-led organization engagement in country platforms and IC implementation through dedicated TA, stronger dialogue and government incentives for engagement in IC implementation process**

The solutions proposed to **support improved multi-stakeholder engagement in countries** center around supporting an environment of civic dialogue, mutual accountability, transparency, gender equality, and inclusivity – in alignment with the GFF’s core principles. They aim to **address challenges with capacity, incentives, and resources for effective engagement and coordination** among government, World Bank and GFF staff, and CSOs and youth. And, they aim to facilitate better information sharing and review processes to facilitate mutual accountability and joint action.

#### ***CSO and Youth Support for IC Implementation and Monitoring***

**1.a.** Incentivize governments to engage CSOs and youth in the development, implementation, and monitoring of ICs, including for: community engagement and demand generation, quality monitoring, review, and learning, and service delivery in fragile settings<sup>4</sup>

---

<sup>4</sup>This activity will not necessarily be implemented in all countries, as it depends on the government and country context and funding and procurement decisions.

### ***Technical Assistance***

**1.b.** Provide TA for CSOs and youth in countries through GFF / World Bank “pool of TA providers” on topics such as results based financing (RBF), health financing, and alignment with other GHIs, including through the Global Action Plan CSO accelerator

**1.c.** Support country governments, CPs, and CSOs and youth to disaggregate and share health financing and RMNCAH+N data using the resource mapping and expenditure tracking (RMET) tool

**1.d.** Facilitate south-south learning and exchange focused on CSO engagement for government, Liaison Officers, GFF Country Focal Points, and CSOs and youth

### ***Mutual Accountability and Dialogue***

**1.e.** Implement a series of workshops, consultations, and regular meetings to strengthen engagement, mutual accountability, and joint action between CSOs, youth, and women’s organizations and country governments

#### ***Advocating for more and better health financing - Partnership for CSO engagement in practice***

Strengthening CSO engagement in health financing is a priority for the GFF partnership. Many of our close partners are working on the same agenda to promote meaningful participation and advocacy for more and better health financing. A collaborative effort on CSO engagement started in 2018 in Côte d'Ivoire with the Global Fund to support a CSO unified campaign for increased resources for health. Last March, the GFF, together with the Global Fund, UHC2030, the national health CSO coalition, and the GFF CSO hub organized a 4-day training for CSOs on advocacy and accountability. CSO-led advocacy has helped to secure the government commitment for a 16 percent increase in the country's 2020 health budget as well as further recognition of the added value of CSO engagement by health authorities and technical partners. The CSO coalition is now included in the national health response to COVID-19.

Building on this successful example, the GFF, the Global Fund, UHC2030, PMNCH, and Gavi, are now developing a series of virtual regional and country trainings, followed by a continuous learning and support agenda on health financing advocacy, including in the COVID-19 context. This collaboration seeks to equip CSO partners to successfully plan and execute evidence-based advocacy and accountability activities that will ensure that national plans are responding to the needs of affected populations, and service delivery takes into account access, equity, and quality. This joined learning agenda also translates the initiatives of budget advocacy towards UHC, as well as the GAP Health Financing and CSO Accelerators, into action.

## **2. GFF Secretariat Staff and Systems: Leveraging GFF Secretariat staff and systems to support CSO, youth, and women-led organizations engagement across the GFF logic model**

The GFF Secretariat will leverage its staff, consultants, and support mechanisms to strengthen CSO and youth engagement, communications, and consultation at global and country levels, and to bolster multi-stakeholder country platforms. The solutions also aim to increase the public availability of information about CSO and youth contributions and lessons learned, as well as about donor commitments to the GFF.

### ***GFF Staff and Consultant Support to GFF Countries***

**2.a.** Strengthen GFF Secretariat staff structures to support CSO and youth engagement across the GFF, including updating country focal point TORs, orientation for staff around roles and expectations for CSO and youth engagement, and creation of a CSO/youth/women’s engagement cross-workstream working group within the GFF Secretariat

**2.b.** Provide GFF consultant support to governments for strengthening CSO and youth engagement in GFF countries, where needed

**2.c.** Ensure that CPs develop and publicly post or share TORs, member lists, meeting minutes, annual workplans, and results and monitoring information

**2.d.** Ensure that CSO engagement is included in the GFF country portfolio tracker process, including CP analysis and review

#### ***Communications and Information Sharing***

**2.e.** Facilitate coordination between GFF Secretariat external relations staff and CSOs and youth, and communications support to CSO and youth IG representatives, to enhance communications and knowledge sharing for and about CSOs and youth engagement in the GFF

#### ***Investors Group and Trust Fund Committee***

**2.f.** GFF Secretariat and Investors Group define protocols for sharing and consultation on GFF strategy and priorities

**2.g.** GFF Secretariat compile and publicly post progress updates on donor commitments to the GFF TF

### **3. CSO Host Partner:** Enable a stronger and independent civil society and youth-led movement for women's, children's and adolescents' health across GFF countries through a single CSO host partner

The proposed solutions aim **to enable a stronger civil society and youth led movement across GFF countries** through improve CSO and youth governance, management, ensuring adequate TA and cross-learning opportunities, facilitating coordination and alignment, and supporting the critical role that CSOs and youth play **in driving advocacy and independent accountability**. The youth constituency faces unique challenges across all levels, and while youth and youth-led organizations are an integral part of the civil society constituency, without **youth-specific structures and supports in place to facilitate meaningful engagement**, their voices will not be fully heard and leveraged to support common goals.

#### ***CSO Governance, Management, and Support***

**3.a.** CSCG Secretariat and Steering Committee, TA, small grants management hosted by a single CSO partner – *selection process to be determined by the IG GFF-CSO and youth engagement taskforce*

**3.b.** Leverage and connect CSOs and youth in GFF countries to other capacity building and joint advocacy opportunities (e.g. through GAP, UHC2030, etc.)

**3.c.** Expand grant funding and support for country CSOs, youth-led organizations, and coalitions

**3.d.** Dedicate a half-time, bilingual (English-French) Special Advisor within the CSO host partner to support IG CSO and youth representatives

**3.e.** Create support and cross-learning mechanisms for country CSO and youth focal points

**3.f.** Support country CSO and youth coalitions including in selecting representatives on the CP and with the CSCG; and in building annual GFF workplans and reviews, including CSO-led analyses

#### ***Youth-specific solutions***

**3.g.** Expand grant funding for, and allocate a portion of grant funding to, youth

**3.h.** Dedicate a half-time, bilingual (English-French) staff person within the CSCG “secretariat” to support youth engagement

#### **WAY FORWARD AND REVIEW OF PROGRESS**

The updated GFF-CSO and Youth Engagement Framework represents a new and improved way for the GFF and CSOs and youth to work together towards shared goals. The framework is built on the GFF

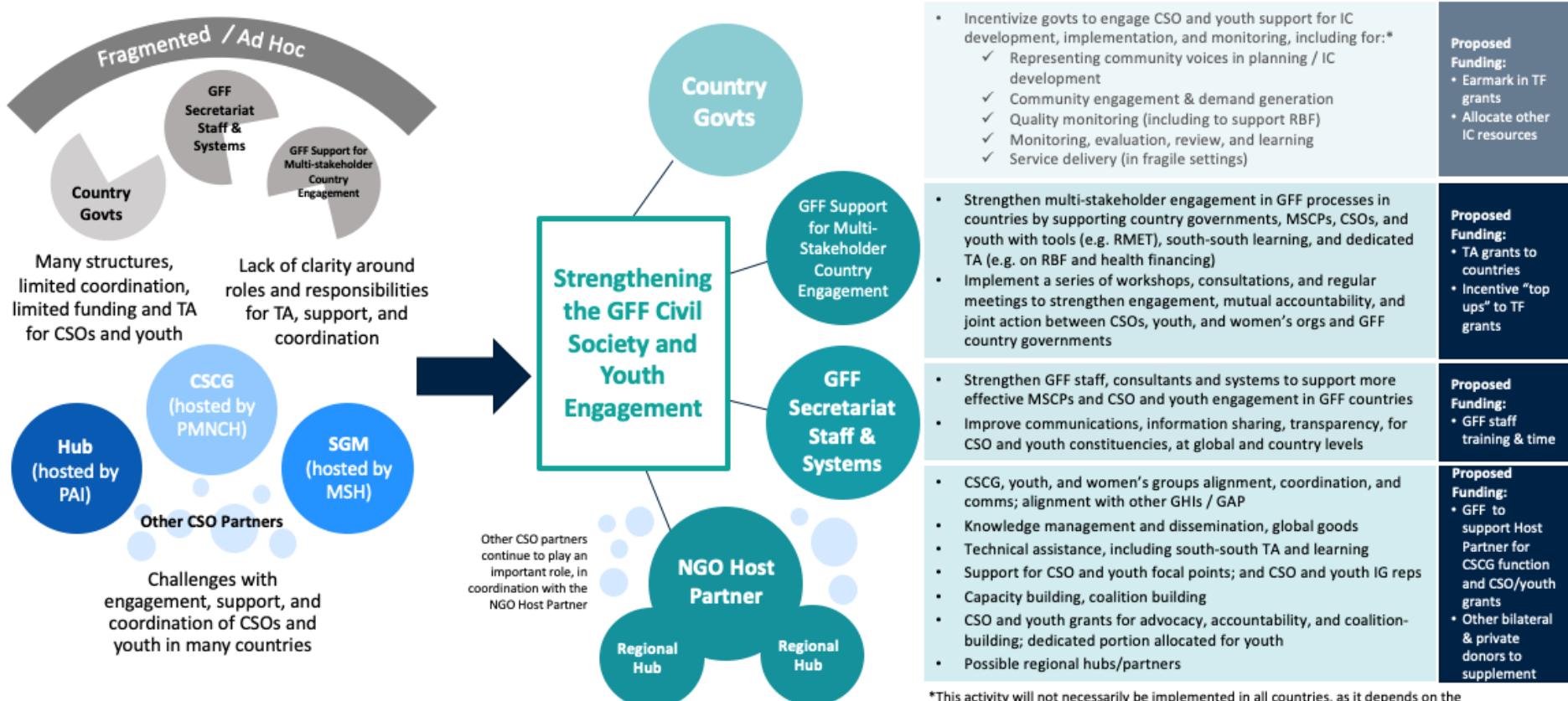
principles of country leadership, gender equality, equity, efficiency, results focus, and complementarity, and it reflects the experiences and lessons from partners working across GFF countries.

A costing analysis to support implementation of the framework and a funding recommendation will be presented to the GFF Trust Fund Committee. The GFF secretariat will work with the IG CSO taskforce on the optimal procurement approaches to support a host organization and in-country financing and the related monitoring & accountability framework.

In light of COVID-19 challenges, special considerations should be made to accommodate and further facilitate the engagement of civil society and youth through creative means, including support for virtual meetings and enhanced communications through virtual and digital channels.

It is recommended that a time-bound committee or a continuation of the taskforce be considered to support the operationalization and review implementation of the framework over the next 2 years. The taskforce is also recommended to consider ways to support additional integration with, and support for, implementation the Gender Roadmap, through the CSO and youth engagement framework. An annual progress update on implementation of the updated framework will be shared with the Investors Group.

## GFF CSO and Youth Engagement Framework for 2021-2025



## **Annex 1: Building Blocks of Successful CSO Engagement in the GFF, and Country Examples**

### **Building Blocks of Successful CSO Engagement in the GFF<sup>5</sup>**

Based on its extensive work with GFF countries, case studies and other analyses conducted to-date, and existing guidance documents, the GFF CSO Hub has outlined a series of “building blocks of successful CSO engagement in the GFF”. These are summarized below:

#### **1. Preparation**

- a. CSOs / CSO platform oriented to the GFF
- b. CSOs connected with peers and mentors in other GFF countries

#### **2. Governance**

- a. CSO Platform Governance
  - i. CSO platform established / revitalized / strengthened
  - ii. CSO platform has operational TOR
- b. CP governance
  - i. CP exists
  - ii. CP functional
  - iii. Responsive GFF liaison officer and country focal point

#### **3. Representation**

- a. CSO reps on CP
  - i. 2+ CSO reps identified by CS
  - ii. Youth rep
- b. CSO reps for CSG
  - i. 2 country focal points designated by CSOs are invited to meetings
  - ii. CSCG communicates with steering committee
  - iii. Youth rep is engaged and invited to meetings

#### **4. Action**

- a. Engagement strategy / action plan / advocacy priorities developed based on where country is in GFF process
- b. Organization or coalition funded to implement work
- c. Technical or strategic support to facilitate effective engagement and cross learning

---

<sup>5</sup> CSO GFF Hub (2020). Building blocks of successful CSO engagement in the GFF. (*Unpublished*).

## Country Examples Successful CSO Engagement in the GFF

*The summary language below is copied directly from the cited reports. This Annex is meant to pull in key points from several sample country case studies for easy reference, in order to highlight key success factors and common challenges in CSO engagement in the GFF. But, readers are encouraged to review the full reports for a more complete analysis, and consider the full reference list in the Annex following.*

### Côte d'Ivoire<sup>6</sup>

A case study completed by the CSO GFF Hub in April 2020, explains “how several factors intersected to enable civil society engagement in the GFF process. Despite the challenges faced by CSOs in Côte d'Ivoire, their engagement has been possible given the conducive environment.

As suggested by the Civil Society Engagement Strategy, all GFF stakeholders contributed to ensuring effective and meaningful civil society engagement in the GFF process. The government led the way by establishing a transparent, inclusive and participatory mechanism for a constructive dialogue, with civil society as an equal partner. The World Bank played an influential role in facilitating this structured engagement of CSOs, promoting their participation in the country platform, the National Dialogue and beyond. A transparent World Bank task team leader, cognizant of the diverse roles and contributions of civil society in the country's development outcomes, has been critical in ensuring principles of the GFF minimum standards of inclusion, participation and accountability. The CSO Working Group has proven its added value through professionalism, organization and expertise.”

### Senegal<sup>7</sup>

The GFF Civil Society Coordinating Group, hosted by PMNCH, “commissioned this case study to describe the experience of CSOs' participation and engagement in the GFF process in Senegal.

*Challenges:* While civil society participation and engagement have greatly improved, several challenges [were] identified through the engagement process, which have helped shape the development of the action plan and governance structure.

- Communication, coordination, and collaboration Poor coordination and communication have been cited as key barriers in effective CSO engagement in the GFF process in Senegal.
- Clear governance structure Lack of clarity around civil society governance process, transparency and accountability were also some of the challenges faced by civil society organizations trying to engage in the GFF process, who were also questioning the issue of proper representation of their constituency.

---

<sup>6</sup> GFF CSO Hub & PAI (2020). [Civil society engagement in Côte d'Ivoire's GFF process](#).

<sup>7</sup> Dia M., PMNCH & GFF CSCG (2018). [Case study: Senegal, the experience of civil society engagement in the GFF](#).

- Limited funds for CSO consultations Though CSOs have used their own resources and donors have supported meetings and national consultations, funding remains a significant issue of concern for the Coalition to convene meetings, run activities, develop monitoring and accountability tools, etc.

*Lessons:* Drawing upon the experience of the civil society participation and engagement in the GFF process in Senegal, below are some lessons learned useful for CSOs in other countries seeking to strengthen their engagement in the GFF process:

- Develop a joint work plan
- Enhance communication, information sharing and coordination
- Focus on governance
- Ensure civil society-selected representation
- Provide funding opportunities for CSOs
- Strengthen CSO “capacity”

### **Uganda<sup>8</sup>**

*Civil Society Engagement:* “There was limited civil society engagement during the conceptualization of the IC in Uganda. In particular CSOs working on family planning had to overcome many obstacles to manage the inclusion of family planning activities and reproductive health in the IC. In March 2017, members of the RMNCAH civil society coalition elected World Vision Uganda to lead the CSOs’ engagement with the RMNCAH IC. The coalition set up a task force... built the steering committee and developed a CSO engagement strategy that was endorsed by 150 CSOs to improve engagement with the MoH and the GFF processes.”

*Key Concerns:* “Collaboration among CSOs themselves and their engagement with the MoFPED, the MoH and the GFF needs to improve. National, regional, and local CSOs need to be better informed and empowered in order to fulfil their role of representing civil society. Their capacity needs to be built and strengthened, specifically regarding GFF processes and governance, budget tracking, economic literacy and monitoring and evaluation. Regarding RBF, it should not be investigated in a silo; CSOs need to fully grasp its link with the GFF.”

### **Malawi<sup>9</sup>**

*CSO Coalition engagement in COVID response:* The GFF CSO and youth coalition in Malawi has been instrumental in supporting the country’s COVID response, mobilizing and using the coalition to spread and share information and guidelines about COVID, and also serve as a feedback loop to report on challenges and gaps at the community level to the Ministry of Health. This example makes a strong case for investing in building the capacity and coordination structures of a coalition like the one in Malawi (which includes a diverse range of CSOs, including INGOs and local

---

<sup>8</sup> Wemos (2019). [The Global Financing Facility in Uganda](#).

<sup>9</sup> Chilimba, Christina (2020). Small Grants Mechanism information exchange: Malawi webinar presentation and discussion; and, *personal communication*.

organizations, youth groups, and CSOs representing a wide range of health and development issues) can have long and lasting positive effects on health system sustainability and resiliency, beyond the GFF.

## Annex 2: Methodology

With support from a consultant (Global Health Visions), the GFF Secretariat and the IG CSO taskforce has approved a comprehensive update of the GFF-CSO and youth engagement framework, with clear recommendations to support implementation of the framework. This framework was developed through the following processes:

- Extensive literature review of internal GFF documents, and independent, CSO-led analyses, case studies, and reports<sup>1</sup>.
- Synthesis of successful examples and lessons learned across GFF countries, as well as research and benchmarking against civil society and youth support and engagement structures of other Global Health Initiatives (GHIs).
- Review, input, and consultation with the taskforce, the GFF CSCG Steering Committee, including GFF country and global CSO and youth representatives, and the CSO and youth constituencies through English and French webinars and the distribution of the key findings and recommended solutions through the CSCG google group.
- Review, validation, and alignment of proposed solutions against GFF Strategy Refresh, including the GFF Logic Model and Theory of Change, and the GFF Gender Roadmap.
- Finalization of a set of recommended solutions that support and enhance CSO and youth engagement in the GFF at country and global levels, and identification of proposed funding streams.
- Development of a comprehensive, activity-based costing framework to estimate the costs of the solutions<sup>1</sup> that will be presented at the October 2021 GFF Trust Fund Committee.

## Annex 3: Proposed Solutions Detail

1. **Country Governments and GFF Support for Multi-Stakeholder Country Engagement:** Strengthening CSO, youth, and women-led organization engagement in country platforms and IC implementation through dedicated TA, stronger dialogue and government incentives for engagement in the GFF-supported IC implementation process

CSO and Youth Support for IC Implementation and Monitoring			
Solution	Activities	Person(s) Responsible	Benchmarking/ example
<b>1.a. Incentivize governments to engage CSOs and youth in the development,</b>	1.a.1. Work with country governments to incentivize them to engage CSOs and youth in the development, implementation, and monitoring of ICs, including for: <ul style="list-style-type: none"><li>• Representing community voices in planning / IC development</li></ul>	GFF Secretariat	Global Fund requires that applications detail

<b>implementation, and monitoring of investment cases</b>	<ul style="list-style-type: none"> <li>Community engagement &amp; demand generation</li> <li>Quality monitoring (including to support RBF)</li> <li>Monitoring, evaluation, review, and learning</li> <li>Service delivery (in fragile settings)</li> </ul>		the role that CSO partnerships and community-based organizations will play in implementation <sup>10</sup>
---	---	--	--

<b>Technical Assistance</b>			
<b>Solution</b>	<b>Activities</b>	<b>Person(s) Responsible</b>	<b>Benchmarking/example</b>
<b>1.b. Provide TA for CSOs and youth in countries through GFF / World Bank “pool of TA providers” on topics such as RBF and health financing</b>	1.b.1. Through TA grants to countries, support capacity building and technical assistance of CSO and youth partners to play an active role in understanding and supporting the GFF through, for example, RBF monitoring, health financing, and alignment with other GHIs	GFF Secretariat	
<b>1.c. Support countries to disaggregate and share financial health and RMNCAH+N data</b> <i>*Aligns with GFF Strategy Refresh</i>	1.c.1. GFF Secretariat to support country governments, CP, and CSOs and youth with results monitoring, and tracking and disaggregation of financial health data, through the resource mapping and expenditure tracking (RMET) tool; and dissemination of RMET data through CP, to support information-sharing, and independent monitoring and accountability	GFF Secretariat	
<b>1.d. Facilitate south-south learning and exchange visits focused on multi-stakeholder engagement</b>	1.d.1. GFF Secretariat to facilitate south-south learning trips for govt, GFF, World Bank staff, and CSOs to highlight effective CP and CSO engagement practices. Delegations are encouraged to share what they learned in a webinar of the CSO and youth engagement working group within the GFF Secretariat	GFF Secretariat	Haiti GFF delegation visited Senegal, including meetings with CSO and youth reps in Senegal

<b>Mutual Accountability and Consultations</b>			
<i>See Annex 5a for illustrative timeline of workshops, consultations, meetings, and analyses to facilitate mutual accountability and joint-planning</i>			
<b>Solution</b>	<b>Activities</b>	<b>Person(s) Responsible</b>	<b>Benchmarking/example</b>

<sup>10</sup> Applicants are also strongly encouraged to include investments in community and civil society led monitoring systems, and they are encouraged to consider the selection of both non-government and government entities as Principal Recipients (PRs), also called “dual-track financing”.

The Global Fund (2019). [Frequently Asked Questions: 2020-2022 Funding Cycle](#).

ICASO (2018). [Dual-track financing a decade on: Reflections on civil society space in the implementation of Global Fund grants](#).

<p><b>1.e. Implement a series of workshops, consultations, and regular meetings to strengthen engagement, mutual accountability, and joint action between CSOs, youth, and women's organizations and GFF country governments</b></p>	<p>1.e.1. As part GFF kick-off process in new countries or during renewals, the GFF should earmark funding and support for:</p> <ul style="list-style-type: none"> <li>• A country inception workshop to share information about the GFF with diverse stakeholders (including CSOs and youth) working in health and related sectors and gather feedback. The CSCG can support with information-sharing with CSOs and youth about the GFF process, including selection of representatives, which should be country-led. The LO should facilitate and support this process, including liaising between govt. and CSOs.</li> </ul> <p>1.e.2. GFF should support CSO and youth-specific consultations, including:</p> <ul style="list-style-type: none"> <li>• A CSO and youth consultation may be held <i>before</i> the inception workshop, with a larger group of CSOs and youth, in order to allow the constituencies to select representatives to attend the inception workshop.</li> <li>• Additional CSO and youth consultations should be held to support additional information sharing about the GFF process and CP, coordination of CSO and youth partners interested in engaging in the GFF, input into Investment Case, and development of CSO and youth workplan to define their support for IC development, implementation, and monitoring</li> </ul> <p>1.e.3. Led by the govt and CP, with support from the GFF Country Focal Points and LOs, create an annual forum for multi-stakeholder review and feedback on:</p> <ul style="list-style-type: none"> <li>• MLE around implementation and results to-date,</li> <li>• CP self-assessment and annual workplan review to assess CP functioning, and which workplan items were completed, and which were not; identify gaps and solutions</li> <li>• CSO and youth coalition review; CSO and youth representation and selection process; and CSO contributions to the GFF to-date / proposed</li> </ul> <p>1.e.4. Partners to co-design solutions with govt, World Bank, and CP partners, and develop and use CSO-led scorecards, where possible</p> <p>1.e.5. Liaison Officers or GFF Country Focal Points facilitate a minimum of biannual meetings between LO's and CSO and youth focal points to discuss progress &amp; challenges; more frequent meetings are recommended to promote collaboration and alignment</p>	<p>GFF Secretariat</p>	<p>CS consultations and national dialogue on health financing in Côte d'Ivoire<sup>11</sup></p> <p>Kenya scorecard validation meetings are a good example of one part of the process</p> <p>Liaison officer highlighted as a catalytic role between CSOs and govt in Côte d'Ivoire; monthly mtgs between CSOs and LOs facilitated by the Hub in CIV, Senegal, and Niger<sup>12</sup></p>
--	---	------------------------	--

<sup>11</sup> GFF CSO Hub & PAI (2020). [Civil society engagement in Côte d'Ivoire's GFF process](#).

<sup>12</sup> GFF CSO Hub & PAI (2020). [Civil society engagement in Côte d'Ivoire's GFF process](#).

Personal communication with Hub staff, September 8, 2020.

**2. GFF Secretariat Staff and Systems:** Leveraging GFF Secretariat staff and systems to support CSO, youth, and women-led organizations' engagement across the GFF logic model

GFF Staff and Consultant Support to Countries			
Solution	Activities	Person(s) Responsible	Benchmarking/example
<b>2.a. Strengthen GFF Secretariat staff structures to support CSO and youth engagement across the GFF</b> <i>*Aligns with GFF Strategy Refresh</i>	<p>2.a.1. Review and update <b>GFF Country Focal Point (FP) TORs</b> and performance assessments to better reflect and incentivize facilitating CSO engagement (i.e. requirements and guidance in the Minimum Standards<sup>13</sup>)</p> <p>2.a.2. <b>Facilitate orientation</b> for all GFF LOs, FPs, and other relevant World Bank staff (e.g. Task Team Leaders in countries, govt reps) on the benefits of engagement with CSO partners, roles of CSOs and youth, and expectations around that engagement from the Minimum Standards; in coordination with CSCG</p> <p>2.a.3. Create a <b>CSO, youth, and women's engagement working group within the GFF Secretariat</b> to facilitate synergies and coordinated support to CSOs and youth, including country focal points, the advocacy lead, the partnerships specialist, the communications lead, and representatives from the health financing / results based financing (RBF) team, and the knowledge and learning team</p>	GFF Secretariat	CS engagement working groups at UNITAID, WHO <sup>14</sup>  GFF Gender Roadmap recommendations
<b>2.b. Provide GFF consultant support to governments for CSO and youth engagement in GFF countries, where needed</b>	2.b.1. Countries with additional CSO engagement needs (identified through GFF Liaison Officers, CSCG, and CSO Hub) can get additional support from a <b>CSO, youth and women engagement consultant</b> . Consultant will work with government, LO, CSOs and youth, and other CP stakeholders to nurture a culture of civil dialogue, foster collaboration, and facilitate participatory planning and review	GFF Secretariat	CS consultant in Côte d'Ivoire <sup>15</sup>  CS engagement working groups at UNITAID, WHO <sup>16</sup>  GFF Gender Roadmap recommendations
<b>2.c. Ensure that CPs develop and publicly post or share TORs, member lists, meeting minutes, annual workplans, results and monitoring</b>	2.c.1 GFF Secretariat staff to review Minimum Standards and <i>Guidance Note on CPs</i> with LOs and government representatives	GFF Secretariat	GFF CP platform assessments consistently recommended development and sharing of clearer

<sup>13</sup> GFF, PMNCH, H6, EWEC (2017). Guidance Note: Effective Multi-stakeholder Country Platforms in Support of Every Woman Every Child

<sup>14</sup> Personal communication with GFF Advocacy Lead, August 26, 2020.

<sup>15</sup> GFF CSO Hub & PAI (2020). [Civil society engagement in Côte d'Ivoire's GFF process](#).

<sup>16</sup> Personal communication with GFF Advocacy Lead, August 26, 2020.

<p><b>information, and documents for consultation, in a timely manner</b></p> <p>*Aligns with GFF Strategy Refresh</p>	<p>2.c.2. GFF Secretariat staff to support CPs in the development, dissemination and timely and public posting of key documents, on the GFF country pages, as well as govt and/or CP list-serves, including:</p> <ul style="list-style-type: none"> <li>● <b>CP TORs</b> – Clearly defined roles and responsibilities of members, including CSOs</li> <li>● <b>CP member list, minutes etc.</b> – CP member list and contact information, meeting minutes</li> <li>● <b>CP annual workplans</b> – CP annual workplans on the inclusivity of the platform as a coordinating body, including specific actions to strengthen CSO and youth engagement, and to support development, implementation, and monitoring of the GFF investment case, as part of the country platform self-assessment process</li> <li>● <b>GFF country results framework, results monitoring data, budgets and disbursement info</b> and/or link to relevant World Bank information)</li> <li>● <b>Strategies, plans, meeting invites, newsletters, and other documents shared in a timely manner</b> - shared with CP representatives with enough time for gathering input and feedback from their representative constituencies</li> </ul>		<p>TORs and IC implementation workplans and/or annual workplans<sup>17</sup></p> <p>Senegal LO produces a regular GFF newsletter, which is shared with the CSO coalition to promote information-sharing and transparency<sup>18</sup></p>
<p><b>2.d. Ensure that CSO engagement is included in GFF country portfolio tracker process, including CP analysis and review</b></p> <p>*Aligns with GFF Strategy Refresh</p>	<p>2.d.1. CSO engagement is part of the core portfolio tracker process, <i>which is forthcoming from the GFF Secretariat</i>.</p>	GFF Secretariat	Global Fund CCM tracking <sup>19</sup>

## Communications and Information Sharing

Solution	How	Person(s) Responsible	Benchmarking/example

<sup>17</sup> GFF (2020). Country reports of the anonymous web-based assessment on multi-stakeholder country platform functioning: Bangladesh, Cambodia, Cameroon, Central African Republic, Côte d'Ivoire, Democratic Republic of Congo, Guatemala, Guinea, Haiti, Madagascar, Malawi, Mali, Nigeria, Rwanda, Tanzania, Uganda.

<sup>18</sup> Personal communication with CSCG coordinator, September 7, 2020.

<sup>19</sup> Global Fund (2020). [Guidance Note: Sustainability, transition and co-financing](#).

Global Fund (2008). [Country Coordinating Mechanisms: Governance and civil society participation](#). Implementers series.

<b>2.e. Facilitate coordination between GFF Secretariat communications staff and CSOs and youth, to enhance comms and knowledge sharing for and about CSOs engagement in the GFF</b> <i>*Aligns with GFF Strategy Refresh</i>	<p>2.e.1. Facilitate quarterly calls between GFF Secretariat communications staff, CSO IG representatives, and CSCG coordinator, with rotating participation from CS Steering Committee/country representatives</p> <p>2.e.1. Facilitate quarterly calls between GFF Secretariat communications staff, youth IG representatives, and youth CSCG coordinator, with rotating participation from youth country representatives</p> <p>2.e.3. Ensure that GFF CSO and youth speakers are included and prepared/supported to engage in GFF events, whenever possible</p> <p>2.e.4. Ensure that GFF CSOs and youth activities, contributions, outcomes, stories of successful engagement and lessons are regularly included in GFF newsletters and external communications</p> <p>2.e.5. Expand communications that explain the GFF model and processes, and tools to support resource mobilization advocacy</p> <p>2.e.6. Ensure translation of communications products and materials to French, and other languages, as possible</p> <p>2.e.7. Include a summary section within the GFF annual report highlighting GFF supported CSO and youth activities, outcomes, and lessons</p> <p>2.e.8. GFF Secretariat staff to provide dedicated communications support for CSO and youth IG reps to better share information (translated, as needed), consult with their constituencies across all GFF countries</p>	GFF Secretariat	<p>Gavi Special Advisor and constituency / communications focal point support CSO board members<sup>20</sup></p> <p>Global Fund annual constituency support, includes GF Secretariat support for global and country level communications.<sup>21</sup></p> <p>FP2020 provides some stipends for youth focal points to support local travel and communications for consultation<sup>22</sup></p>
--	--	-----------------	---

<b>Investors Group / Trust Fund Committee</b>			
Solution	Activities	Person(s) Responsible	Benchmarking/example
<b>2.f. GFF Secretariat and Investors Group define protocols for sharing and consultation on GFF strategy and priorities</b>	2.f.1 Clarify and define what strategic / IG draft documents can be shared with the wider GFF constituencies (including CSOs, youth, private sector and others) for consultation; allow adequate time for translation, sharing, review, discussion (webinars etc.) and feedback	GFF Secretariat and IG	
<b>2.g. GFF Secretariat to compile and publicly post</b>	2.g.1. GFF Secretariat to support greater transparency and information sharing for tracking donor commitments, and assessment of additionality of GFF funds	GFF Secretariat	Global Fund compiles and

<sup>22</sup> Personal communication with FP2020 Secretariat Advocacy and Civil Society Manager, August 26, 2020.

<b>progress updates on donor commitments to the GFF Trust Fund</b> <i>*Aligns with GFF Strategy Refresh</i>		publicly posts information on all donor pledges and disbursements, as well as Global Fund investments, by country on the Global Fund Data Explorer <sup>23</sup>
--	--	--

**3. NGO Host Partner:** Enable a stronger and independent civil society and youth led movement for women, children and adolescent health across GFF countries through a single NGO host partner

<b>CSO Governance, Management, and Support</b>			
<b>Solution</b>	<b>Activities</b>	<b>Person(s) Responsible</b>	<b>Benchmarking/example</b>
<b>3.a. CSCG and Steering Committee, TA, small grants management hosted by a single NGO partner</b>	<p>3.a.1. Streamline hosting of CSCG and small grants management under one NGO partner to facilitate alignment with TA and support for country CSO and youth focal points and coalitions, simplify and streamline structures, and support independence of the GFF CSO constituency</p> <ul style="list-style-type: none"> <li>Open and transparent selection process to be determined by the IG GFF-CSO and youth engagement taskforce</li> </ul> <p>Host org to support:</p> <ul style="list-style-type: none"> <li>Global CSO coordination, country CSO support and coordination, youth engagement, and election and support of CSO and youth IG reps and SC reps; and to oversee and issue small grants</li> <li>Planning and executing the annual CS and youth engagement workshop</li> <li>Planning and supporting other, opportunistic meetings, events, webinars, and engagements</li> <li>Case studies / documentation of best practices and lessons learned, with consultant support (3 per year)</li> </ul>	GFF Secretariat CSCG Host NGO TBD	<p>SUN Civil Society Network hosted by Save the Children UK<sup>24</sup></p> <p>Gavi CSO Constituency Secretariat is hosted by IFRC<sup>25</sup></p> <p>Global Fund CSO constituency is supported by GFAN and a Steering Committee, hosted by ICSS<sup>26</sup></p> <p>UHC CSEM hosted by MSH</p>

<sup>23</sup> [Global Fund Data Explorer](#).

<sup>24</sup> SUN Civil Society Network. [About our Network](#). Accessed August 26, 2020.

<sup>25</sup> [Gavi CSO Constituency](#). Accessed August 26, 2020.

<sup>26</sup> [Global Fund Advocates Network](#). Accessed August 26, 2020.

	3.a.2. Build in support for regional TA providers to promote southern-leadership and cross-country learning		
<b>3.b. Leverage and connect CSOs and youth in GFF countries to other (non-GFF) capacity building and coordination opportunities</b>	<p>3.b.1. Facilitate capacity-building and coordination of CSOs and youth in GFF countries through trainings and networks led by other relevant partners and initiatives, such as:</p> <ul style="list-style-type: none"> <li>• Global Action Plan, UHC CSEM budget advocacy training (sustainable financing accelerator) and civil society mapping (communities and civil society accelerator), UHC CSEM and WHO Social Participation Technical Network and handbook on social participation</li> </ul>	Host NGO TBD	
<b>3.c. Expand grant funding for country CSOs, youth-led organizations, and coalitions</b>	<p>3.c.1 Increase funding opportunities for more CSOs and youth in GFF countries to support GFF and country goals through grants that support:</p> <ul style="list-style-type: none"> <li>• Coalition building, capacity building, political engagement</li> <li>• Advocacy for DRM for health, supportive RMNCAH+N policies (priorities determined by country CSOs)</li> <li>• Accountability, including: budget tracking, GFF processes (including CS and community engagement), quality and assessment of reaching most vulnerable, social accountability and community engagement, participatory planning and monitoring, high impact practices, youth-friendly service access and indicators</li> </ul> <p><i>Funding to be costed across 3 “Tiers” of support, depending on country needs</i></p> <p><i>Funding should support cross-cutting activities that support health priorities determined in-country, and not specific to GFF alone; as well as promoting alignment among CSOs working across GHIs</i></p>	Host NGO TBD	FP2020 Rapid Response Mechanism  New Venture Fund for Global Fund Advocacy <sup>27</sup>  SUN Youth Leaders for Nutrition Programme supported by Save the Children, RESULTS, and Global Citizen <sup>28</sup>
<b>3.d. Dedicate a half-time, bilingual (English-French) Special Advisor within the CSCG “secretariat” to support IG CSO and youth representatives</b>	<p>3.d.1. Designate a Special Advisor in the CSCG “secretariat” to support CSO and youth IG reps and facilitate meaningful engagement in the IG meetings and IG working groups; and to support consultation with the broader CSO and youth constituencies (across all GFF countries).</p> <ul style="list-style-type: none"> <li>• Support pre-meetings between CSO and youth reps and other IG members and constituency representatives before IG meetings to facilitate alignment and better understanding of CSO and youth positions</li> </ul>	Host NGO TBD	Gavi funds a Special Advisor at the Secretariat, a Constituency Focal Point, and pre-Board meeting cross-constituency

<sup>27</sup> New Venture Fund for Global Fund Advocacy. Accessed August 26, 2020.

<sup>28</sup> [SUN Youth Leaders for Nutrition Programme](#). Accessed August 26, 2020.

			meetings for CSO board members <sup>29</sup>  Global Fund constituency focal points provide support for each constituency Board member <sup>30</sup>
<b>3.e. Create support and cross-learning mechanisms for country CSO and youth focal points</b>	3.e.1. CSCG dedicated staff to support 1:1 TA, outreach, and support to CSO and youth focal points; review TORs  3.e.2. Develop templates for TORs, workplans, etc. for CSO coalitions to adapt and use across countries.  3.e.3 Facilitate regional CSO focal point webinars/calls and south-south TA and learning visits	Host NGO TBD	FP2020 Secretariat facilitates regular communication and cross-learning with CSO and youth focal points through calls, webinars, WhatsApp groups, and regional exchange workshops <sup>31</sup>
<b>3.f. Support country CSO and youth coalitions, including: in selecting representatives on the CP and with the CSCG; and in building annual GFF workplans and reviews, including CSO-led analyses</b>	3.f.1 CSO coalitions should hold processes to identify their representatives periodically; then develop, disseminate, and publicly post key documents, including: <ul style="list-style-type: none"><li>● <b>Representatives</b> - Provide the names and contacts for CSO and youth representatives on the CP, and focal points elected to the CSCG, in each country</li><li>● <b>TORs</b> – Clearly defined roles and responsibilities of members, CSO and youth focal points, and representatives to the CP</li></ul>	Host NGO TBD	CP analysis conducted by the Hub <sup>32</sup>  The govt has committed to fund CSOs in Senegal and Cote d'Ivoire, but anecdotal reports indicate that other PADs may include

<sup>29</sup> Gavi Special Advisor at the Gavi Secretariat actively consults and communicates with the CSO constituency before and after Gavi-related meetings, supporting CSO board members with support for synthesizing information, development of presentations and talking points, administrative support, and meetings with other Board members before Board meetings; the constituency focal point (funded by Gavi, hosted by IFRC) also supports constituency communications and information-sharing between CSO board members and the CSO constituency. *Personal communication with the Gavi CSO board member, August 26, 2020.*

<sup>30</sup> The Global Fund designates a Constituency Focal Point who much commit 20-25% time working on Global Fund to support communications and consultations with the broader constituency that the Board member represents (e.g. communities, developing country NGOs). Usually the CFP is from the Board member's own organization. The CFP focal point's staff time is paid for out of the annual funds allocated to each of the implementer constituencies (baseline \$100K). The Global Fund (2016). [Constituency Funding Policy](#).

<sup>31</sup> *Personal communication with FP2020 Advocacy and Civil Society Engagement Manager, August 26, 2020.*

<sup>32</sup> CSO GFF Hub, PAI (2020). [Assessment of the status and effectiveness of national Multi-Stakeholder Country Platform \(MCP\) used to implement the Global Financing Facility](#).

	<ul style="list-style-type: none"> <li>• <b>Member list, minutes etc.</b> – CSO coalition member list and contact information, meeting minutes</li> <li>• <b>GFF annual workplans and country GFF CSO engagement strategy, as possible given resourcing</b> – annual workplans and strategy to outline how CSOs will support development, implementation, and monitoring of the GFF investment case; and roles and responsibilities to support better govt-CSO coordination and engagement</li> </ul> <p>Post key CSO and youth representative names, contact info, and coalition documents outlined above on Hub country pages, <i>forthcoming</i></p> <p>3.f.2. Conduct an annual meeting of the coalition to review independent CSO and youth coalition assessment and annual workplan to assess coalition functioning, and which workplan items were completed, and which were not; identify gaps and solutions; invite Liaison Officer to portion of the meeting to facilitate information-sharing and joint problem solving</p> <p>3.f.3. CSCG or Hub to facilitate independent analysis of CP's in all GFF countries (to complement GFF-led country self-assessments), including:</p> <ul style="list-style-type: none"> <li>• Assessment of membership, including engagement of vulnerable and underrepresented groups on CP (women, youth, people with disabilities, etc.)</li> <li>• Existence of key guiding documents (TOR, annual workplan)</li> <li>• Public availability of information / information sharing (TORs, member list, meeting minutes, annual workplan)</li> </ul> <p><i>GFF Secretariat can support this process to strengthen the methodology, outreach to country stakeholders and utility</i></p> <p><i>Report publicly shared; reviewed at through annual country GFF review workshop; GFF focal points and Liaison Officers to follow up on gaps/challenge areas</i></p>	<p>citizen engagement<sup>33</sup></p> <p>World Bank requires that investment projects meet benchmarks for citizen engagement, including SEPs<sup>34</sup></p> <p>Global fund recommendations for CS role in implementation<sup>35</sup></p> <p>Senegal CSO strategic planning meetings and workplan development process<sup>36</sup></p> <p>Lessons from CSO engagement, engagement strategy development, CSO coalition functioning in</p>
--	---	---

<sup>33</sup> Personal communication with GFF CSO Hub staff, August 11, 2020.

<sup>34</sup> IDS (2020). [How do World Bank Projects Commit to Citizen Engagement?](#)

<sup>35</sup> Global Fund applicants are strongly encouraged to include investments in community and civil society led monitoring systems, and they are encouraged to consider the selection of both non-government and government entities as Principal Recipients (PRs), also called “dual-track financing”.

The Global Fund (2019). [Frequently Asked Questions: 2020-2022 Funding Cycle](#).

ICASO (2018). [Dual-track financing a decade on: Reflections on civil society space in the implementation of Global Fund grants](#).

<sup>36</sup> Maty Dia, PMNCH, CSCG (2018). [Case Study: Senegal, The Experience of Civil Society Engagement in the GFF](#).

	<p>3.f.4. CSCG or Hub to facilitate an assessment of all GFF country PAD communication and stakeholder engagement plans (SEPs) for inclusion and roles defined for CSOs (e.g. community engagement and quality monitoring, demand generation etc.); identify countries that already include a role for CSOs, and those that don't</p> <ul style="list-style-type: none"> <li>Assessment includes possible solutions for stronger inclusion including through partnership with others GHIs or CSOs</li> </ul> <p>3.f.5. CSCG or Hub to facilitate an independent annual country survey to assess CSO and youth coalitions and country focal points, including:</p> <ul style="list-style-type: none"> <li>Assessment of engagement of vulnerable and underrepresented groups in CSO coalition (local CSOs, women, youth, people with disabilities, etc.)</li> <li>Selection/election process for CSO and youth reps to CPs</li> <li>Assessment of CSO and youth focal points against roles and responsibilities in their TOR</li> <li>Information sharing and public availability of key documents to CSO coalition members (TORs, member list, meeting minutes, annual workplan); engagement of broader coalition</li> </ul>		Côte d'Ivoire <sup>37</sup> Uganda <sup>38</sup> Kenya <sup>39</sup>
--	--	--	--

Youth Specific Solutions			
Solution	How	Person(s) Responsible	Benchmarking/example
<b>3.g. Expand grant funding for and allocate a portion of funding for youth</b>	<p>3.g.1. Increase funding opportunities for youth in GFF countries to support GFF and country goals by allocating a defined portion of all CSO small grants to youth coalitions and/or youth-led organizations. Youth grants to support:</p> <ul style="list-style-type: none"> <li>Coalition building, capacity building, political engagement, advocacy, accountability</li> </ul>	Host NGO TBD	FP2020 Secretariat facilitates regular communication and cross-learning with CSO and youth focal points through calls, webinars, WhatsApp groups, and regional exchange workshops <sup>40</sup>

<sup>37</sup> GFF CSO Hub & PAI (2020). [Civil society engagement in Côte d'Ivoire's GFF process](#).

<sup>38</sup> Wemos (2019). [The Global Financing Facility in Uganda](#).

<sup>39</sup> Wemos (2019). [The Global Financing Facility in Kenya](#).

<sup>40</sup> Personal communication with FP2020 Advocacy and Civil Society Engagement Manager, August 26, 2020.

<b>3.h. Dedicate a part-time bilingual (English-French) staff person within the CSCG ‘secretariat’ (host org) to support youth engagement</b>	3.h.1. A half-time staff person at the CSCG (host org) to be dedicated to youth engagement, including facilitating capacity-building, coordination, joint-action, and cross-learning among youth in GFF countries, and to support the youth and francophone youth working groups	Host NGO TBD	
---	--	--------------	--

## Annex 4: Reference List

### GFF Strategy, Review, Guidelines, and Analysis Documents

1. GFF (2015). [Global Financing Facility in support of Every Woman Every Child business plan](#).
2. GFF (2019). [GFF country implementation guidelines](#).
3. GFF (2020). GFF portfolio update. Internal document.
4. GFF (2020). GFF Investors Group Technical Alternates quarterly call presentation, 17 June 2020. Internal document.
5. GFF (2020). Assessment of multi-stakeholder coordination mechanisms in GFF partner countries. GFF Focal Points meeting presentation, June 23, 2020. Internal document.
6. GFF (*year unknown*). GFF Country Focal Point Terms of Reference. Internal document.
7. GFF (*year unknown*). GFF Liaison Officer Terms of Reference. Internal document.
8. GFF (2020). Country reports of the anonymous web-based assessment on multi-stakeholder country platform functioning: Bangladesh, Cambodia, Cameroon, Central African Republic, Côte d'Ivoire, Democratic Republic of Congo, Guatemala, Guinea, Haiti, Madagascar, Malawi, Mali, Nigeria, Rwanda, Tanzania, Uganda.
9. GFF (2020). GFF strategy refresh paper. Internal document, *in process*.
10. GFF (2020). GFF strategy refresh – CSO and youth consultation presentation. Internal document.

### GFF CSO Task Force

11. GFF CSO Task Force (2020). Update and next steps on strengthening GFF-civil society engagement. Internal document.
12. GFF CSO Task Force (2020). GFF CSO Task Force presentation, June 25, 2020. Internal document.
13. GFF CSO Task Force (2020). GFF CSO engagement Taskforce terms of reference. Internal document.

### GFF CSO, Youth, and Multi-Stakeholder Strategies, Plans, Guidance

14. PMNCH, GFF et al. (2016). [Guidance Note: Inclusive Multi-stakeholder Country Platforms in Support of Every Woman Every Child](#).
15. GFF CSCG (2017). [Civil Society Engagement Strategy](#).
16. GFF CSCG (2017). [Civil Society Engagement Strategy implementation plan](#).

17. GFF CSCG (2017). [Civil Society Engagement Strategy adolescent and youth addendum](#).
18. GFF CSCG (2019). [Civil Society Coordinating Group for the GFF Terms of Reference](#).

## Analyses, Case Studies, Briefs, and Reports by Civil Society

19. Reproductive Health Supplies Coalition and other CSO partners (2015). [Letter GFF accountability CSO participation](#).
20. Dennis S.; PAI (2016). [Civil society guide to the GFF](#).
21. Hurd S., Wilson R. & Cody A.; GHV (2016). [Civil society engagement in the Global Financing Facility: Analysis and recommendations](#).
22. Hurd S. & Dia M.; GHV (2017). Civil society engagement in the Global Financing Facility: Analysis and recommendations – ADDENDUM. Unpublished.
23. Kiwanuka A.; Partners in Population and Development Africa Regional Office (2018). [Advocacy win news: Uganda's government approves a civil society engagement strategy for the GFF investment case](#).
24. International Planned Parenthood Federation (2018). [Taking stock: International Planned Parenthood Federation recommendations on the Global Financing Facility](#).
25. Save the Children (2018). [The Global Financing Facility: An opportunity to get it right](#).
26. Wemos (2018). [Critical review of the GFF in two front-runner countries: Kenya & Tanzania](#).
27. Dia M., PMNCH & GFF CSCG (2018). [Case study: Senegal, the experience of civil society engagement in the GFF](#).
28. Dennis S., Hurd S. et al. (2018). [Maximizing civil society's contributions to improving RMNCAH+N outcomes: Lessons from the Global Financing Facility](#).
29. GFF CSCG (2018). [Civil society communique on the GFF](#).
30. PAI (2018). [Addendum: Civil society guide to the GFF](#).
31. HENNET, MamaYe (2018). [GFF CSOs accountability scorecard round II – Kenya](#).
32. GHV, PMNCH & GFF CSCG (2019). [Meaningful adolescent and youth engagement in the Global Financing Facility: Analysis and recommendations](#).
33. PMNCH & GFF CSCG (2019). [Catalytic pilot grants to strengthen civil society engagement in national Global Financing Facility processes: Implementation report](#).
34. CSO GFF Hub & PAI (2019). [CSO Global Financing Facility hub and survey results](#).
35. Action Against Hunger (2019). [Tracking progress of nutrition in the Global Financing Facility](#).
36. Wemos (2019). [The Global Financing Facility in Kenya](#).
37. Wemos (2019). [The Global Financing Facility in Malawi](#).
38. Wemos (2019). [The Global Financing Facility in Tanzania](#).
39. Wemos (2019). [The Global Financing Facility in Uganda](#).
40. CORHA & AHBN (2020). [Spotlight on GFF in Ethiopia](#).
41. Public Health Initiative Liberia & AHBN (2020). [Spotlight on GFF in Liberia](#).
42. Health Alert & AHBN (2020). [Spotlight on the GFF in Sierra Leone](#).
43. HDT & AHBN (2020). [Spotlight on the GFF in Tanzania](#).
44. Wemos (2020). [The Global Financing Facility - Fact sheet](#)
45. GFF CSO Hub & PAI (2020). [Civil society engagement in Côte d'Ivoire's GFF process](#).
46. E&K Consulting Firm & OSF (2020). [Comparative analysis of the GFF-related investments to enhance civil society advocacy](#).
47. Oxfam Novib & Wemos (2020). [Beating the drum: Stories of influencing networks](#). p. 105-113.
48. Wemos (2020). [World Bank trust funds and the case of the Global Financing Facility: Time for a refresh?](#)

49. CSO GFF Hub, PAI (2020). [Assessment of the status and effectiveness of national Multi-Stakeholder Country Platform \(MCP\) used to implement the Global Financing Facility](#).
50. Wemos (*year unknown*). CSO overview.
51. Seidelmann S., Federspiel F. et al. (2020). [Global Financing Facility at five: Time for a change?](#)
52. Chilimba, C (2020). Small Grants Mechanism information exchange: Malawi webinar presentation and discussion; and, *personal communication*.

## CS Annual Workshop Reports

53. GFF CSCG (2015). [Summary of the one-day pre-CSO meeting on Global Financing Facility](#). Kenya.
54. GFF CSCG (2016). GFF civil society workshop summary report. Tanzania.
55. GFF CSCG (2017). GFF civil society workshop summary report. Mozambique.
56. GFF CSCG (2018). GFF civil society workshop summary report. Norway.
57. GFF CSCG (2019). GFF civil society workshop: Civil society engagement for resources and results. Côte d'Ivoire.

## Other Global Health Initiatives (GHIs)

58. World Bank (2014). [Financial intermediary funds in the World Bank Group](#).
59. The Global Fund (2016). [How we engage: Stories of effective community engagement on AIDS, tuberculosis, and malaria](#).
60. The Global Fund (2016). [Constituency Funding Policy](#).
61. Gavi Board (2018). [Annex A. Proposed updates to 2016-2020 Strategic Indicators as recommended by the PPC](#).
62. ICASO (2018). [Dual-track financing a decade on: Reflections on civil society space in the implementation of Global Fund grants..](#)
63. The Global Fund (2019). [Frequently Asked Questions: 2020-2022 funding cycle](#).
64. Gavi, GFF & Global Fund (2019). [Gavi, the Global Financing Facility, and the Global Fund in the global health architecture](#).
65. GHV, PMNCH et al. (2019). Aligning global health initiatives' support to civil society organizations. *Unpublished. Contact Kadi Toure or Susannah Hurd for a copy: ktoure@who.int, susannah.hurd@ghvisions.com*
66. Cant, S. (2019). Indonesia: [How social accountability changed power dynamics and strengthened the health system](#).
67. Institute of Development Studies (2020). [How do World Bank projects commit to citizen engagement?](#)
68. Global Fund (2020). [Guidance Note: Sustainability, transition and co-financing](#).
69. Global Fund (2008). [Country Coordinating Mechanisms: Governance and civil society participation](#). Implementers series.
70. [Global Fund Data Explorer](#). Accessed August 26, 2020.
71. SUN Civil Society Network. [About our Network](#). Accessed August 26, 2020.
72. [Gavi CSO Constituency](#). Accessed August 26, 2020.
73. [Global Fund Advocates Network](#). Accessed August 26, 2020.
74. [SUN Youth Leaders for Nutrition Programme](#). Accessed August 26, 2020.

## Annex 5: Members of the IG CSO taskforce

MEMBER	ORGANIZATION
Katie Porter	Bill and Melinda Gates Foundation
Amos Mwale*	Center for Reproductive Health and Education, Zambia; Civil Society Investors Group representative
Tracey Bender	Government of Canada
Michaela Michel-Schuldt	Government of Germany
Marie-Christine Siemerink	Government of Netherlands
Suzanna Dennis*	PAI; Civil Society Investors Group representative
Kosi Izundu	Pathfinder International; Investors Group youth representative
Kadi Toure	Partnership for Maternal Newborn and Child Health
Bruno Rivalan, Stephanie Saulsbury	GFF Secretariat
Susannah Hurd, Alexandra Laheurte Sloyka, Joyce Kyalo	Global Health Visions (consultant)

\*co-chairs